



STRATEGIC PLAN

“WE LEAD THE WAY”

Mark J. Dannels

Sheriff

Table of Contents

Message from the Sheriff.....	3
Mission Statement.....	4
Vision Statement.....	4
Organizational Values.....	4
Environmental Scan.....	5
Internal Organizational Analysis.....	6
Organization – Program View.....	9
Benchmarking.....	10
Evaluation.....	10
Goals and Objectives.....	11
Appendices:	
A. Land Development Inventory	

Message from the Sheriff

After serving in Cochise County since 1984, it is a true honor and blessing to have been elected as your 26th Sheriff. The legacy of the Cochise County Sheriff's Office is rich in history and serves as a legacy agency for all that have previously and currently serve our mission. I am proud to call Cochise County my home and to have the distinct privilege to serve for some of the best people that have too called Cochise County their home.

As your Sheriff, I have established an organizational culture based on trust, transparency and teamwork supported by professionalism and a high standard of quality of service. Our three primary objectives are Organizational Development (embracing our employees), Border Security and Community Outreach in hopes of building partnerships and relationships to sustain our mission for all the citizens and guests of Cochise County.

Our valued partnerships with our fellow law enforcement agencies and citizens are vital to our mission and quality of life that we all cherish and embrace. We will continue to work toward the betterment of organization to ensure that we are doing business in a way that is most effective and efficient.

I do not take my constitutionally elected office for granted. I serve for and with the people of Cochise County in a manner that represents their best interests to guarantee their freedoms and liberties. As a Sheriff for all the people, I am vigilant in my duties and responsibilities to do what is right, not what is always popular.

I have an open door policy for all that work with me and for those I serve. Please take some time to visit your Sheriff's Office as the men and women of Sheriff's Office are the backbone to our successes. I encourage each one of you to get to know these great folks as their dedicated efforts are why your Sheriff's Office is leading the way.

Thank You for Your Support,

Mark J. Dannels

Mission Statement

It is the mission of the Cochise County Sheriff's Office to provide professional, high quality and effective law enforcement and correctional services in partnership with the community. We are committed to the protection of life and property; the preservation of peace, order, and safety; the vigorous enforcement of Local and State Laws; and the defense of the Constitution of the State of Arizona and the Constitution of the United States of America in a fair and impartial manner.

Vision Statement

Providing citizens of Cochise County with effective and efficient public safety services since **1881**, the Sheriff's Office will continue its legacy to "*lead the way.*" We will perform our duties with the utmost character, competence, and open communications.

Organizational Values

Integrity: Is the firm adherence to a code or standard of moral and ethical values. Integrity causes one to be honest in everything they do and say and thereby develops trust.

Respect: Treat others with consideration and professionalism. Being respectful of others does not imply you have to accept every suggestion or thought; there are different approaches in dealing with day to day issues without having to compromise your values.

Fairness: The quality of being pure in thought and deed; the act of being just and honest in all situations and to all person(s).

Honor: Integrity maintained without legal or other obligation. Honor is the epitome of ethical and moral behavior; it starts with being honest with one's self and being truthful and sincere in all our actions.

Duty: As part of our dutiful stewardship, we will be responsible and do what is right even when no one else is watching. Accomplish all assigned or implied tasks to the best of our ability.

Courage: Encompasses both physical and moral strengths. Physical courage is the ability to overcome our fears when faced with personal harm in the performance of our duties. Moral courage is the ability to face personal fear when faced with ethically challenging situations.

Environmental Scan

External Environment Analysis:

Cochise County is 6,219 square miles. As of the 2010 U.S. Census, the county was home to a population of 131,346 people. Listed below is the amount of residents per region within Cochise County (see map 1).

Unincorporated Population

Sierra Vista: 21,761

Bisbee: 5,909

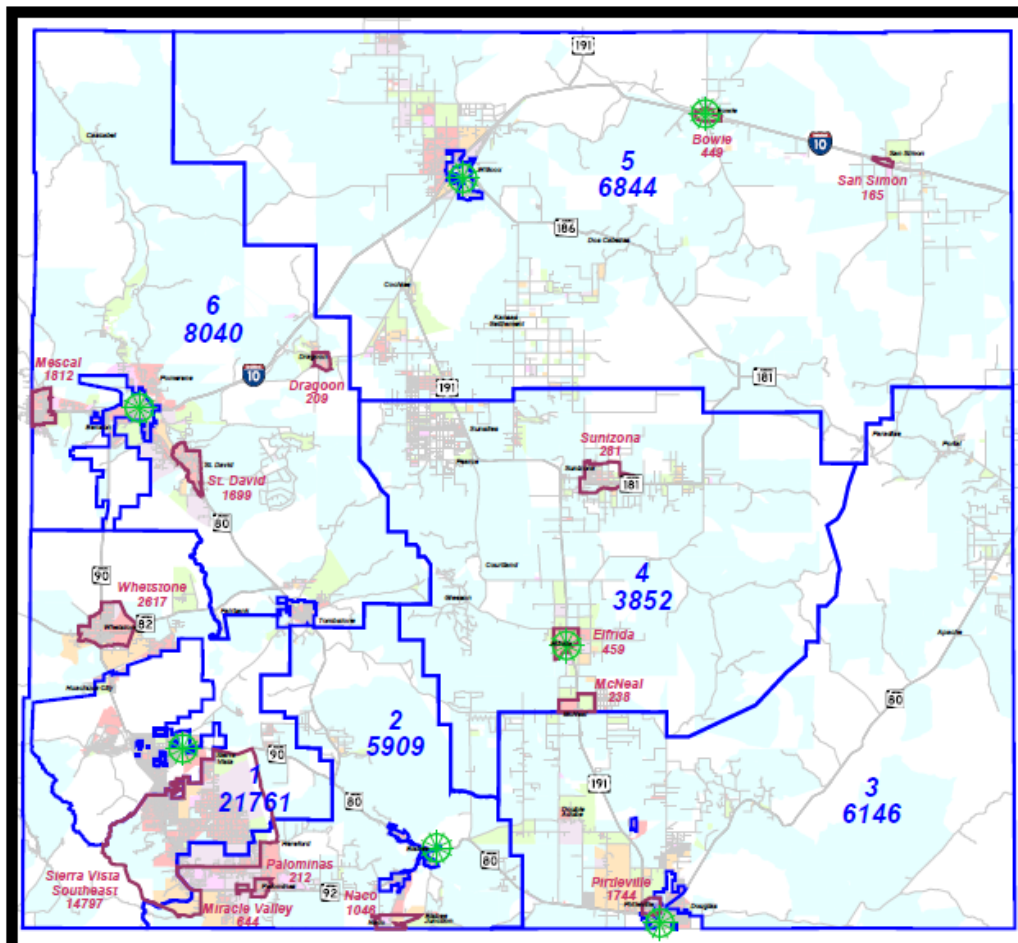
Douglas: 6,146

Benson: 8,040

Willcox: 6,844

Elfrida: 3,852

TOTAL: 52,552



Cochise County has 83.5 miles of U.S./Mexico border within its boundaries. The majority of the border is located outside of incorporated cities and therefore public safety issues occurring along the border areas are the responsibility of the Sheriff's Office. The two U.S. Ports of Entry in the county are located in Douglas and Naco. They are largely used for importing commercial/industrial materials, as well as private citizen use.

There are seven incorporated cities within the county; Benson, Bisbee, Douglas, Huachuca City, Tombstone, Sierra Vista, and Willcox. Sierra Vista is the largest of the seven and is adjacent to Ft. Huachuca. Aside from the incorporated cities, there are numerous unincorporated towns throughout the county.

The most recent study prepared by the Arizona Department of Administration, Office of Employment and Population Statistics projected that in the year 2013 the county population would be 131,688 and by the year 2018, the county population will be 139,144. Representing a .25 and 6 percent increase respectively over the 2010 U.S. Census

Internal Organizational Analysis

The Sheriff's Office provides a full range of public safety services to the citizens of Cochise County, with an emphasis on the unincorporated areas of the county. In addition to the day to day enforcement issues, the Department maintains three jails, is the primary provider of Search and Rescue resources, serves civil process, and provides assistance to other agencies as necessary.

The Department currently is organized in three Divisions, each performing a specific function. They consist of the Operations Division, Detention Division and Support Division. Within each of the respective Divisions there may be Special Projects or Units designed to address issues requiring technical expertise in a specific field (see organization-program view).

The Department is authorized 189 full-time positions and 6 part-time personnel consisting of:

83 sworn officers (Deputies)

71 detention officers

14 communication officers

27 support personnel, (secretaries, ACO, evidence technician, evidence custodians)

Utilizing the projected 2013 population for unincorporated areas of the county (see table 2), the Department currently provides 1.6 deputies for every 1000 population. The state average of officers per 1000 population is 2.2. The national average of officers per 1000 population is 2.3 officers. (*source: US census, AZPOST, IACP*)

Using a median number of 2.0 officers per 1000 population, the Department would need an immediate increase of 22 deputies, raising the total sworn personnel to 105 (see table 3). Based on the projected population increase in table 2, an average of 1.4 deputies

would need to be hired every year thereafter for the next 7 years, December-2020, in order to maintain the 2.0 officers per 1000 population.

As the number of deputies rises, so too must the number of Detention, Communications, and Support personnel to support the increased work load generated by the population growth and number of sworn personnel.

Table 1
Cochise County
Population Projections

2010	2015	2020	2025	2030	2035	2040
131,346	134,166	142,398	150,247	157,693	165,252	173,337

Sources: 2010 -U.S. Bureau of the Census, 2010

2012 – Arizona Department of Administration, Office of Employment & Population Statistics

The projected growth for Cochise County is low through 2016. Current data and projection models suggest the population in Cochise County to increase at a slow rate over the next 3 years. Projection models have not been created for each Municipality within Cochise County. Currently there are projection models for Benson, Bisbee, Sierra Vista and Douglas (table 2).

Table 2
Cochise County Population Projections, 2010-2020

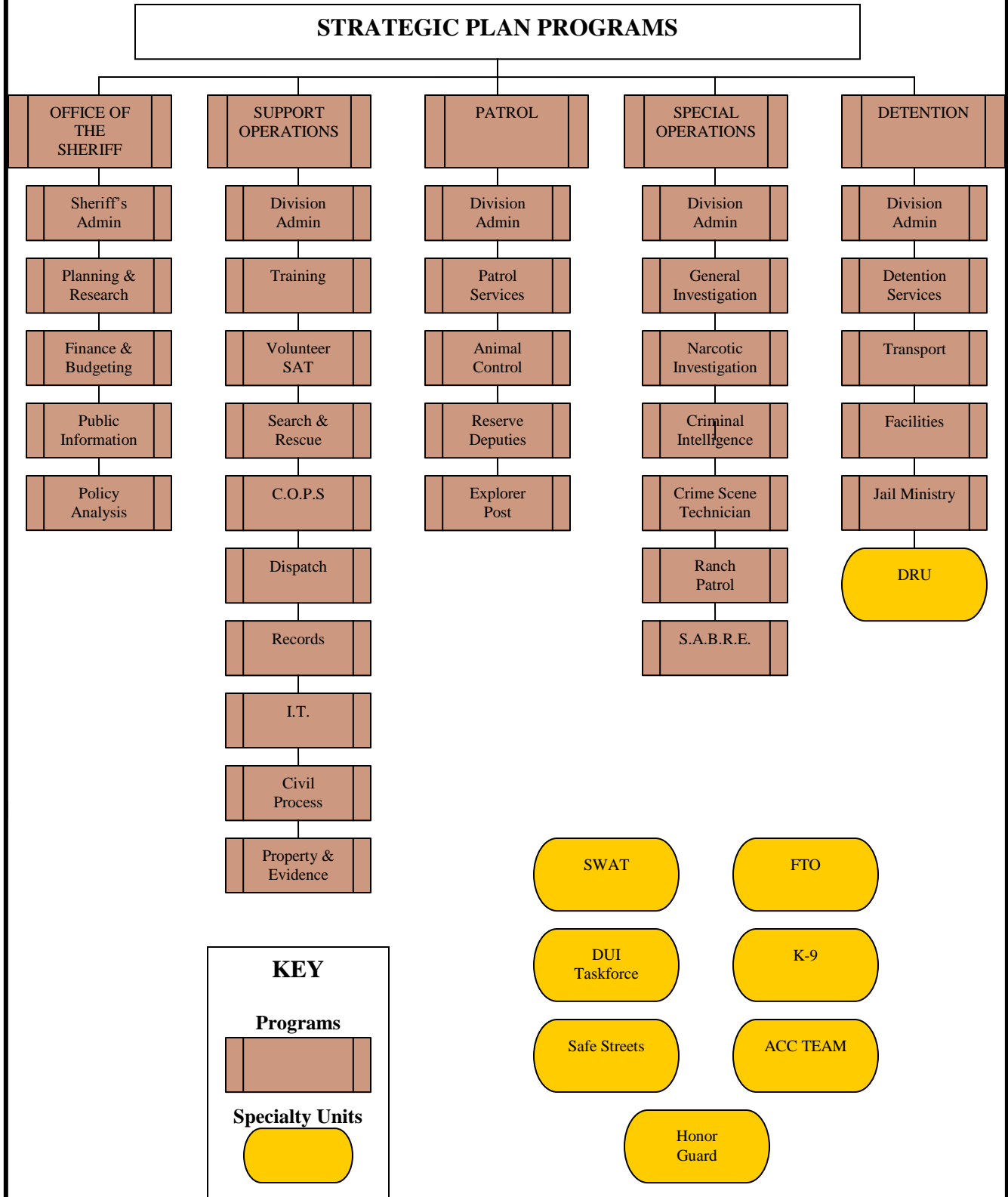
	2010	2013	2014	2015	2016	2020
Cochise County	131,436	131,688	132,769	134,166	135,764	142,398
Benson	5,105	5,138	5,168	5,199	5,229	5,742
Bisbee	5,575	5,374	5,325	5,275	5,225	5,711
Sierra Vista	43,888	46,098	46,401	47,008	47,615	49,399
Douglas	17,378	17,290	17,346	17,402	17,458	17,726
Tombstone	1,381					1,350
Huachuca City	1,751					1,835
St. David	1,699					1,836
Naco	1,024					1,267
Pirtleville	1,744					1,885
Whetstone	1,287					2,829
Hereford	14,797					15,993
County (Only)	52,552					56,811

Source: Cochise College Center for Economic Research

Table 3
Deputies per 1000 Population Projections

YEAR	PROJECTED POPULATION	NUMBER OF DEPUTIES	RATIO
2013	52,552	83	1.5
2013	52,552	90	1.7
2013	52,552	95	1.8
2013	52,552	100	1.9
2013	52,552	105	2.0
2013	52,552	121	2.3
2020	56,811	115	2.0
2020	56,811	132	2.3

Organization-Program View



Benchmarking:

Benchmarking is an ongoing systematic process of measuring and comparing the Department's operations, practices and performance against the others within and outside of the industry, including evaluation of "the best" practices of other organizations. It is used within the strategic planning process to guide the management of the Departments' human, social and technical resources.

Individual project managers will prepare and submit quarterly progress reports concerning their respective projects to the designated Strategic Plan Manager. Quarterly reports should include the current status of the program (on, behind, or ahead of schedule) and unforeseen problems and respective solutions. Innovative ideas relating to individual projects often emerge spontaneously, outside of the formal strategic planning process, as do realized patterns of activity or behavior, which were not expressly intended during the planning of the strategy. These ideas or "emergent strategies" should be included in the quarterly report for consideration and possible implementation as specific strategies.

The designated Strategic Plan Manager will complete a quarterly report based on the compilation of individual progress reports and forward to the Sheriff for review.

Evaluations:

To ensure continuing progress in executing the strategic plan, an annual report (calendar year) consisting of the previous four quarters will be completed. The annual report will be completed within the first 30 days of the new calendar year in order that it may be used to initiate the budget process for the upcoming fiscal year. The annual report will be reviewed by the senior leadership of the Department for **benchmarking** and **emergent strategies** affecting the upcoming year.

ONE YEAR GOALS/OBJECTIVES - 2014

Goal – Enhance Operational Efficiency

OBJECTIVES:

1) Paperless Reporting and Documentation System The electronic paperless system is a large endeavor and all we do needs to become electronic or as much as is feasible for our department.

Action: Identify and implement a paperless system to meet our department needs

Start Date: July 2013

Project completion: 1 year

Project Manager: C. Wilkins

Resources: I.T. Department and Technical Support Personnel

Strategies:

- Identify areas in the department where we can implement a paperless system
- Identity format and type of paperless system that best fits our needs
- Education and training for employees of the chosen system
- Changing of the “old school” mentality regarding a paper system
- Analyze the cost of the system and implementation versus paper savings and time savings
 - **Area break down:**
 - **Reports-** scanning of all attachments into Spillman by the secretaries in order to eliminate lost hand written attachments. Install drop down forms in Spillman eliminating the need to scan everything. Forms would be filled out directly in Spillman (if possible). This is being currently tested in Willcox and Benson
 - **Training records-** scan and save all training records into a training folder for each deputy eliminating the current filing system completely. Also documenting all training for each deputy into Spillman under the employee training table.
 - **FTO training records** documented in Spillman for supervisors and FTO’s to review as needed.
 - **Timesheets-** Establish electronic signatures for each Deputy to be placed on timesheets and utilize e-mail to distribute to the Sgt’s and then to admin. Currently being tested by Sgt. Jamka’s squad. Research the possibility of doing timesheets through the intranet via e-suite or another application.
 - **Evidence-** Give deputies enter only restrictions to enter their own evidence into Spillman. No hand written evidence form. When Deputies enter the evidence into Spillman, it tracks the chain of custody. Gather input from TPD as they do this now.
 - **Criminal History Checks-** Review encrypting e-mail so they can be sent over e-mail as per ACJIS. Eliminating “distro” of these.

- **K9 unit-** obtaining an electronic training/tracking system for the K9 unit to utilize for their training records and deployment records

2) Review, modify, and update all policies

Action: Identify all department policies for review and updates

Start Date: Jan 2014

Project completion: 1 year

Project Manager: Commanders

Resources: Department supervisors and I.T. Department

Strategies:

- Review our current Department policies for their effectiveness in regards to our department
- Identify the policies weaknesses and correct as needed
- Develop policies that are geared towards our department not just generalized

3) Review and upgrade our electronic bulletin board

Action: Identify the concerns of the current “EBB” and correct the identified issues

Start Date: Jan 2014

Project completion: 1 year

Project Manager: Capas/Echternach

Resources: CCSO personnel, I.T. Department and Technical Support Personnel

Strategies:

- This needs to be consistent with modern day electronic files such as drop down menus and categories which contain only current day documents and provides easy access.
- Remove all of the unneeded and duplicate forms currently on the EBB
- Establish a consistent format for all forms on the EBB

4) Develop a professional intelligence program

Action: Utilize the Spillman intelligence data base to develop an intelligence program

Start Date: Jan 2014

Project Completion: 1 year

Project Manager: Morales

Resources: I.T. Department, Deputies, Detectives and Intel Analysts

Strategies:

- This should be done utilizing the Spillman intelligence data base as a repository for all intelligence

- Establish clear methods for sworn and detention staff to collect/document intelligence in the field
- Analytical review of intelligence and production of meaningful reports to be disseminated to sworn/detention staff.

5) Evaluate/Re-Write the patrol-pay advancement/plan policy

Action: Evaluate the patrol pay plan for its effectiveness and fairness

Start Date: Jan 2014

Project Completion: 1 year

Project Manager: Commanders

Resources: Human Resources

Strategies:

- Determine if the current pay plan falls within accepted practices
- Determine if the plan should be more of a time based advancement as opposed to time and training based advancement
- Based on the research, develop a re-worded pay plan that is fair to the Deputies

6) Centralize/Control/Catalog/Inventory all Gear and Equipment

Action: Develop an equipment control system for all department issued items

Start Date: Jan 2014

Project Completion: 1 year

Project Manager: Foster

Resources: FTO's, Fleet, Evidence and Supervisors

Strategies:

- Establish a lead person for this task
- Identify all areas where equipment is received from (i.e. fleet, evidence, FTO program etc.)
- Identify ways to streamline the issuing process (i.e. all items coming from a single source if possible)
- Identify methods of controlling and continuous updated inventorying of issued equipment

7) Continuity of Operations/Succession

Action: Identify tasks that only one or a few staff members have knowledge of and ensure cross training is completed for other members

Start Date: 2013

Project Completion: Ongoing

Project Manager: All Leadership

Estimate Project Cost: Unknown Cost of specialized training

Strategies:

- Eliminate “that person is on leave so we can’t do it until they get back”

- Develop new members to take the place of vacancies created by promotion or departure
- Train people to take our place instead of playing catch up

8) Canine Program

Action: Test and select two additional Patrol Canine Deputies

Start Date: 2013

Project Completion: Ongoing

Project Manager: Lt. Wilkins

Estimate Project Cost:

Strategies:

Goal – Personnel

OBJECTIVES:

1) Detention pay plan

Action: Implement a pay plan for Detention Officers.

Start Date: Active-in progress

Project Completion: 2014

Project Manager: Bradshaw/Smith

Resources: Administrative Manager, H.R., Finance

Estimate Project Cost: As of April 2012, Cost to Implement= \$265,358

Strategies:

- Establish a three level pay assignment; each level shall have individual completion criteria.
- Each pay assignment shall be contingent on experience level, successful performance and achievement of quantifiable training, education, and applicable standards.
- Formal requests must be presented by detention officer for consideration for advancement.
- Pay plans shall be applicable for Detention Officer, Detention Corporal, Detention Sergeant, and Detention Lieutenant.

2) Complete hiring process (sworn/detention) and establish a larger reserve program

Action: Complete current hiring processes to fill vacancies and increase the staffing of the current reserve program

Start Date: In progress

Project Completion: On going
Project Manager: Bradshaw/Hauser/Genz
Resources: Human Resources
Strategies:

- Complete the current hiring processes to bring staffing levels to full capacity
- Develop ideas and practices that will increase our reserve program in order to fill the unforeseen gaps in manpower that inevitably occur

3) Evaluate/Re-Write the performance appraisal evaluation

Action: Re-Write the Sheriff's Office evaluation program to be consistent with the County's program
Start Date: Jan 2014
Project Completion: 1 year
Project Manager: Lt. Gijanto
Resources: Human Resources and Department Command Staff
Strategies:

- Mirror the County's current evaluation process so our employees can receive the same benefits as other County employees

Goal – Education and Awareness

OBJECTIVES:

1) Complete upgrade Sheriff's Office website (contingent on county progress)

Action: Update the Sheriff's Office website
Start Date: In progress
Project Completion: 1 year
Project Manager: Capas/I.T. Department
Resources: I.T. Department
Strategies:

- This task will fall mostly on the I.T. Department

2) Youth Awareness Programs

Action: Develop programs focused towards our youth
Start Date: Jan 2014
Project Completion: 1 year

Project Manager: Linendoll

Resources: Community Operations, the public, private youth groups and the entire department

Strategies:

Goal – Facility Security/Upgrades

OBJECTIVES:

1) Enhance the Bisbee Jail current CCTV system to provide additional surveillance

Action: Increase the electronic surveillance of the Bisbee Jail

Start Date: 2013

Project Completion: 1 year

Project Manager: A. Monge

Resources: Jail Enhancement, Procurement, Administrative Manager

Strategies:

- Install an additional 20 cameras and an additional DVR
- Utilize video playback of daily activities within inmate living areas that are not visible with the jails current CCTV system.
- Provide an investigative tool for incidents or events that occur inside the jail facility.
- Preserve video evidence of criminal activity.
- Enhance the ability to become compliant with the Prison Rape Elimination Act requirements

2) Enhance the parking perimeter at the Willcox Jail Facility

Action: Create a larger, securer and better functioning parking area at the Willcox Jail

Start Date: 2013

Project Completion: 1 year

Project Manager: T. Faccio

Resources: Jail Enhancement, Procurement, Administrative Manager

Estimate Project Cost: \$12,000

Strategies:

- Relocate the existing perimeter parking fence for the Willcox Sheriff's Office to provide additional secure parking for Patrol and Detention personnel.
- Provide secure parking for Detention personnel and extend the availability of parking space for Sheriff's Deputies within a secure perimeter.
- Enhance the external barriers of the Willcox Jail Facility to provide additional security of its perimeter.
- Utilize the existing "card access" system for entry of the secure parking

3) Complete the range project and refine firearms training procedures

Action: Completion of the new range and evaluate firearms training for effectiveness and efficiency

Start Date: In progress

Project Completion: 1 year

Project Manager: Cmd Genz

Resources: Firearms instructors, private funding

Strategies:

- Continue with current construction processes
- Firearms instructors evaluate our current training process, procedures, and policies for their effectiveness and efficiency
- If needed, develop new procedures that better the deputy and the department

MULTI - YEAR GOALS/OBJECTIVES - 2014

1.) Increase Sworn Positions

Action: Increase Deputy Positions

Start Date: Jan 2014

Project Completion: 10 years

Project Manager: Hauser

Resources: COPS funding

Strategies: Determine actual cost per position (ERE'S, vehicle, equipment, etc)
Request 1 to 2 positions each year for next ten years

2.) Remodel or Replace Bisbee and Willcox Substation

Action: Identify and prioritize facilities requiring remodeling or replacement with initial focus on the Willcox and Bisbee Complexes.

Start Date: July 2013

Project Completion: On-going

Project Manager: Foster/Gijanto

Resources: Board of Supervisors
Facilities

Strategies:

- Identify funding opportunities and strategies
- Strategy for gaining support and construction options
- Identify present and future needs prior to construction

3.) Evidence Storage Facility

Action: Develop Douglas Complex for Long Term Evidence Storage

Start Date: In-Progress

Project Completion: 1-2 years

Project Manager: Morales

Resources:

Strategies:

- Identify funding opportunities possibly from other agencies
- Gain public and political support
- Identify long term storage needs; refrigeration, freezer, etc...
- Identify security and access controls

3.) Expansion/Remodel Bisbee Jail

Action: Construct housing for specialty populations

Start Date: 2013

Project Completion: 4 years

Project Manager: K. Bradshaw/A. Monge

Resources:

Strategies:

- Construct an additional 7 duplicate special handling cells in the North Small Outdoor Recreation Yard & convert the current Padded-2 cell into a regular cell.
- Construct a secure outdoor recreation yard for Special Handling inmates on the East Side of the Jail.
- Relocate the housing for remanded juveniles by constructing an 8 cell (16 beds) housing unit in the jail's current multipurpose room & utilize one third of the multipurpose room to designate for a classroom for juveniles.
- Utilize the current housing unit occupied by juveniles for adult males and designate that housing unit as a maximum custody segregation unit.
- Convert the current South Small Outdoor Recreation Yard into a new Multipurpose Room.
- Divide the Central B Housing Unit (Females) and utilize one third for maximum custody; this will allow the jail to implement a more effective classification system for adult females

4.) Increase Detention Staffing

Action: Increase current D.O. staffing level with nine additional D.O.'s

Start Date: Active-in progress

Project Completion: Ongoing

Project Manager: Bradshaw

Resources: Administrative Manager, Human Resources, Finance

Strategies:

- Identify funding opportunities
- Gain public and political support
- Comparisons to jails of equal size and or inmate population
- Cost analysis for competitive salaries

5.) Obtain Detention Accreditation

Action: Achieve accreditation from the National Sheriff's Association / National Institute for Jail Operations.

Start Date: 2013

Project Completion: 3 years

Project Manager: N. Saavedra

Resources: Arizona Jail Guidelines, Jail Enhancement, Lt. Monge, Detention Sergeants

Estimate Project Cost: \$5,000

Strategies:

- Achieve NSA Accreditation through NIJO
- Achieve compliance with the Arizona Jail Guidelines.
- Audit CCSO – Detention Division Policies & Procedures and make revisions as needed.
- Comply with the objectives of the Legal Based Jail Training Guidelines.

